

11 September 1969

MEMORANDUM FOR: Chief, Systems Divison
Chief, Signal Analysis Divison
Chief, Trajectory Analysis Divison
Acting Chief, Activities Interpretation
Division

SUBJECT : FMSAC Career Enhancement Program

1. This memorandum constitutes a preliminary report on progress toward the development of a FMSAC Career Enhancement program. It reflects some basic impressions obtained as a result of the three group discussions and numerous individual interviews with FMSAC personnel. The concept of a career enhancement program will probably jell as a more formal approach to training of FMSAC personnel in terms of both short and long term goals. Even the idea of transfers between divisions seems to be shaping up more as a training device than anything else. Your comments and suggestions would be appreciated.

2. The consensus gathered from the interviews is that a formal program is of considerable value. There appears to be universal understanding that any program is incapable of giving everyone exactly what he or she would desire and is probably incapable of providing everything that FMSAC needs no matter how good our intentions are. There was a significant concern -- almost to the extent of being a plea -- that FMSAC not let such a program lapse. It is felt that this is a good beginning on the part of FMSAC to the legitimate interests of FMSAC personnel in career development. There was strong sentiment expressed in the need for job satisfaction and challenge, and most analysts interviewed felt that plenty of challenge and room for growth existed within FMSAC. However, I was reminded of the obvious by many that such challenge may not continue to exist forever within one particular component or job within FMSAC.

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3. There was some reluctance on the part of some of the better analysts to believe that their supervisors would really cooperate, in that it seemed to them that the supervisors would tend to consider that there is more sacrifice to his component at least in the short term, than he would be willing to tolerate. I attempted to discourage that feeling as I believe the Division Chiefs unanimously support the career enhancement program concepts and recognize that short term sacrifices have to be made. At least one-half of the personnel interviewed indicated no desire toward development as an all around superanalyst. That is, the majority of those interviewed, expressed strong interest in becoming somewhat competent in complementary areas, but wanted to become recognized as experts in a particular area.

4. The biggest single problem that we as managers seem to have in FMSAC was characterized as apathy toward training plans, job orientation, and associated matters. There was strong feeling expressed that our training plans had been hit or miss, that there had been insufficient job orientation early in an analyst's career, and that there was little effort made on the part of the managers to ensure that opportunities for training, transfers within the Organization, etc., were made known. This general category of subjects gave rise to the very strong expression of concern that we not let this career enhancement program lapse. Those interviewed universally recognized that FMSAC is not in business to train people, but also felt that FMSAC must fill the requirement for ensuring itself that its analytic strength is unsurpassed.

5. There had been discussions within the Career Service Panel on the problem of employee evaluation in cases where transfers had been made. Based on the group discussions and interviews, it seems that evaluation is best held to be the responsibility of the current supervisor whether the employee is in a training situation or not. Certainly previous supervisor's opinions should be considered, but current supervisors must accept the responsibility for employee evaluation.

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6. There was close to universal opinion that most FMSAC analysts need either training in computer technology to some extent, or need some on-the-job training in the application of computer technology.

7. The idea of placing selected FMSAC employees in a training or learning situation within various U.S. missile and space companies or facilities, was mentioned by several employees. The idea was much the same as that expressed by the Director of FMSAC relative to Poseidon and Minute Man Programs. Obviously the idea had been picked up by many in the group after the initial exposure of the concept by [REDACTED] at one of the group discussions.

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8. On-the-job training within FMSAC seems to require a bit more formalizing. While there are some senior analysts within FMSAC who are looked upon as good teachers, it was felt that the exposure most often was not organized, well-directed toward specific goals, consistent, nor of sufficient duration. There was considerable discussion of what we know in FMSAC versus how we try to transfer a bit of that knowledge to the newer and younger analysts. There was considerable concern expressed that we were not being really as effective in this area as we are capable of being.

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Deputy Director
Foreign Missile & Space Analysis Center

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